



National Aeronautics and
Space Administration

**Office of Safety and Mission Assurance
Headquarters Work Instruction**

**Prepare and Manage NASA SMA Requirements
Documentation**

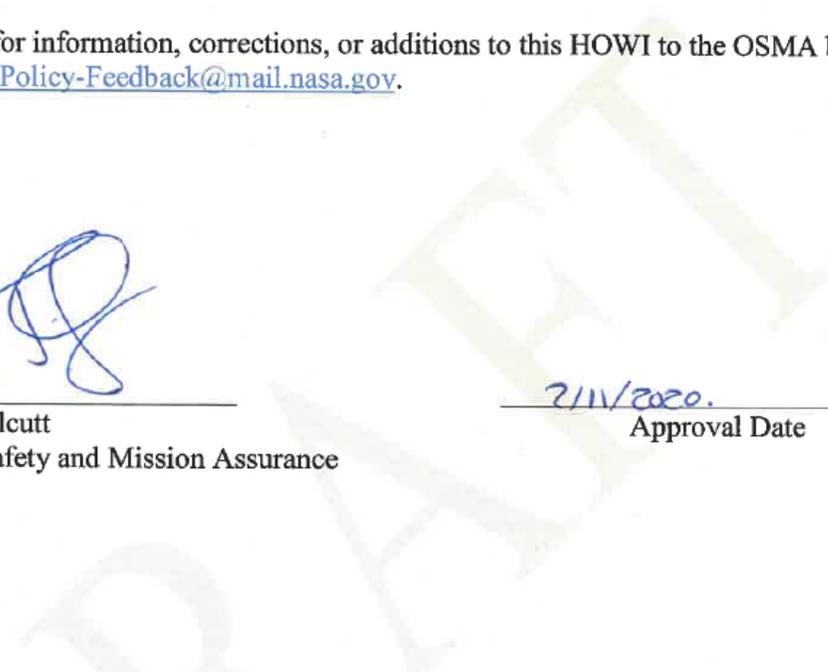
FOREWORD

The NASA Office of Safety and Mission Assurance (OSMA) developed this Office of Safety and Mission Assurance Headquarters Work Instruction (HOWI). It was developed to document the procedure used by OSMA to manage Agency directives and standards managed by OSMA. Only major changes will be formally approved.

Submit requests for information, corrections, or additions to this HOWI to the OSMA by email to Agency-SMA-Policy-Feedback@mail.nasa.gov.


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2/11/2020

Approval Date

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1. PURPOSE

This Office of Safety and Mission Assurance (OSMA) Headquarters Work Instruction (HOWI) documents the process for establishing and revising NASA Safety and Mission Assurance (SMA) managed requirements documented in NASA Policy Directives (NPD), NASA Procedural Requirements (NPR), and NASA Standards from planning through publication. Document updates keep documents current and continually improve their clarity. OSMA designed this process to meet these goals and align with NASA policy.

2. APPLICABILITY

This HOWI is applicable to OSMA personnel defined in this HOWI that are responsible for creating, revising, administratively changing (to include revalidations), publishing, and cancelling NASA NPDs, NPRs, and NASA Standards managed by OSMA.

3. ACRONYMS AND DEFINITIONS

3.1 Acronyms

HATS	Headquarters Action Tracking System
HOWI	Headquarters Office Work Instruction
NODIS	NASA Online Directives Information System
NPD	NASA Policy Directive
NPR	NASA Procedural Requirements
OSMA	Office of Safety and Mission Assurance
SMA	Safety and Mission Assurance

3.2 Definitions

Agency-level Directive: Agency-level directives include NPDs that state the Agency's policies, NPRs that provide detailed procedural requirements to implement policy, and NASA Interim Directives that provide an immediate, short-term statement of the Agency's policies or procedural requirements. (Source NPR 1400.1)

Directives Manager: Directives Managers are the points of contact in each Headquarters organization, NASA Center, Federally Funded Research and Development Center, and NASA Management Office for matters pertaining to NASA directives. (Source NPR 1400.1)

Document Manager: The OSMA technical fellow, program manager, or other subject matter expert assigned as responsible for the management of a given document.

NASA Technical Standard: NASA Technical Standard refers to technical standards, specifications, and handbooks developed and approved by NASA Headquarters offices for Agency-wide use, assigned a prefix of "NASA-STD-," "NASA-SPEC-," or "NASA-HDBK-," respectively, to the unique document number. (Source NPR 7120.10)

OSMA Division Director: The Director of the Division within OSMA that is responsible for a given document.

Revalidation: The process for renewing an approved directive or standard that has not been revised or revalidated within the last 5 years and is determined to be current, necessary, meets users' needs, complies with NTSP procedures, and requires no changes. (Source: NASA-NTSP-1A, adapted from DoD 4120.24-M and NPR 1400.1.)

4. PROCESS AND PROCEDURE

4.1 Process Overview

4.1.1 The revision process for document updates includes the following phases with the end products in parenthesis:

a. Formulation.

(1) Planning. (An approved plan.)

(2) Document Drafting. (A draft document for internal review.)

Note: Sometimes, SME teams or working groups will prepare draft documents outside of this process in an effort to collect feedback and improve the document on an ongoing basis. When updates are required, the document manager then enters the formal process with a draft already prepared. While acceptable, documents drafted before completing the initial steps outlined in this document may still require significant work during this formal process.

(3) Internal Review. (A draft document for formal review)

b. Formal Review.

(1) Review and comment. (Comments from reviewing Centers and organizations.)

(2) Comment resolution and concurrence. (Updated draft document, resolved comments, and concurrence from Centers and organizations.)

(3) Final reviews and signature. (Published document.)

4.1.2 While the details of the process change based on the document, scope of changes, and tools used, the key themes remain consistent.

4.1.2.1 Identify and understand the perceived need, expected impact, and the resources needed to update and review the document. In some cases, it may not be feasible to implement all desired changes.

4.1.2.2 Engage the community early and throughout process.

Note: OSMA instituted the SMA Policy Forum as a means of engaging the SMA communities across the Agency in identifying and deliberating the need (concerns and problems related to SMA and the role policy may play in solving these) for changes to Agency SMA policy and requirements. The intent is to add breadth to the discussions by subject matter experts and practitioners updating the documents.

4.1.2.3 Use a variety of tools and techniques.

4.1.2.4 Flexible process to adapt to changes in the plan.

4.1.3 Sections 4.2 and 4.3 describe the procedural steps to accomplish the process described above focused on new documents and full revisions to existing documents. Revalidations and administrative changes (minor changes that do not change requirements) follow a simplified version of this process as determined by the Directives Manager. Figure 1 summarizes this procedure.

4.1.4 Document Managers may modify this procedure with approval of the Directives Manager. For the steps prior to plan approval, this can be coordinated directly with the Directives Manager. For steps after plan approval, the Document Manager should include the modifications in the plan.

4.1.5 In addition to the Directives Manager supporting the Document Manager, the SMA Policy Forum and the Requirements Management Support Team help Document Managers at various steps in the process of a document update.

4.1.5.1 SMA Policy Forum – A forum with representation from the SMA Director (or delegate) at each Center and from Headquarters Organizations.

4.1.5.2 Requirements Management Support Team – The Directives Manager and additional OSMA support personnel familiar and experienced with OSMA documents and the document update process that provide support to Document Managers during the update process.

4.1.6 Document Configuration Control

4.1.6.1 During the plan development and document drafting phases, all planning information and the draft document are under the configuration control of the Document Manager. The draft document and workspace is to be made available to OSMA management, the Directives Manager, and the Requirements Management Support Team.

4.1.6.2 Upon entering internal review, the configuration control of the draft document is transferred to the Directives Manager and their processes. However, all changes to the document are made by document manager or the document manager is informed of changes made to the document.

4.1.7 Measurement

4.1.7.1 The Directives Manager, with support of the Requirements Management Support Team, is responsible for tracking progress of documents through the steps outlined in this document. Progress is tracked in relation to the:

- a. Expiration date.
- b. Milestone dates in the approved plan.
- c. Formal review process timeline.

4.1.7.2 Summary of progress of all document updates is reviewed at OSMA quarterly presentations.

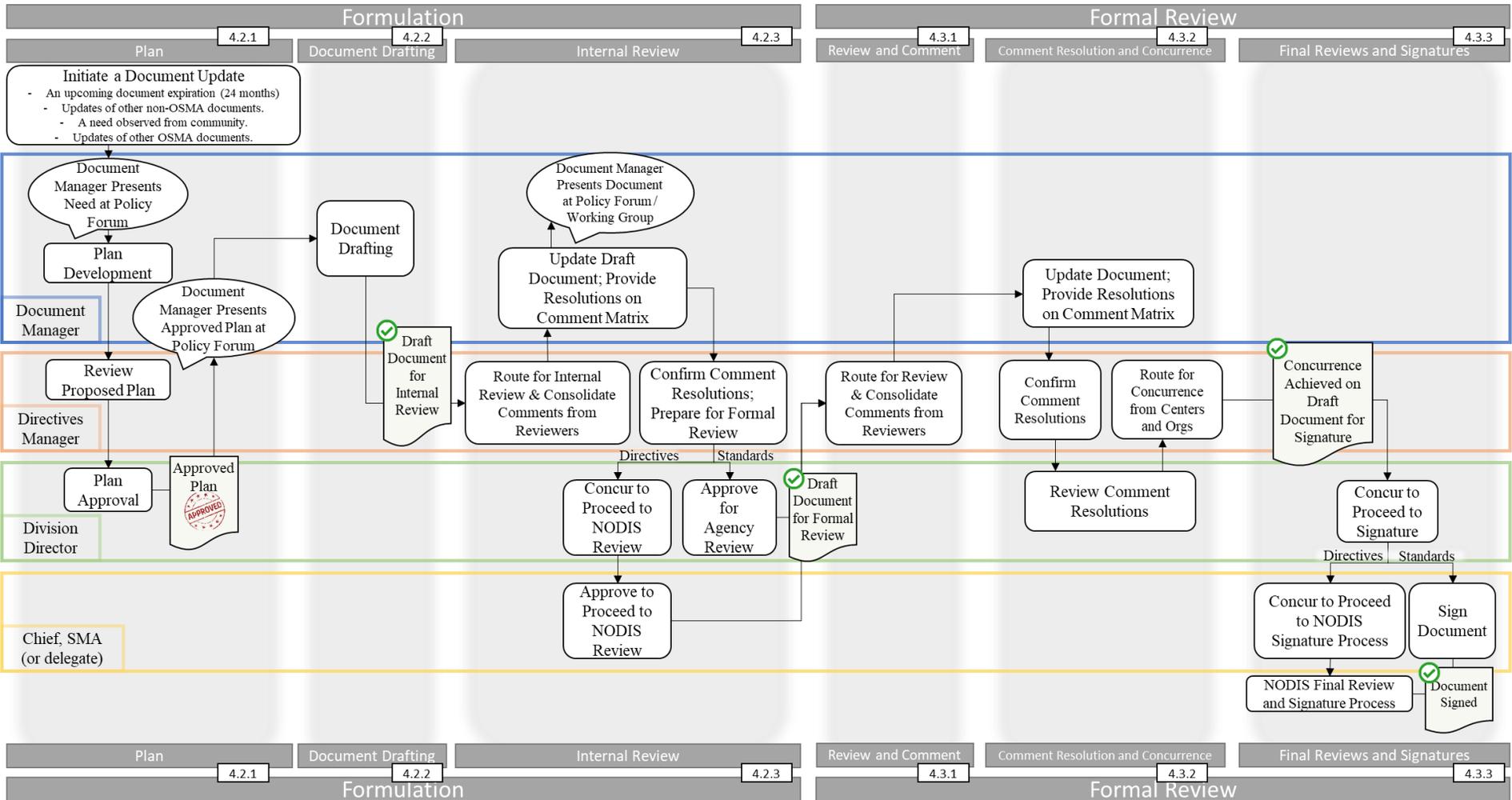


Figure 1 - Summary of document update procedure

4.2 Formulation

The formulation phase requires coordination between the Document Manager and the Directives Manager to develop the revision form, develop the plan, achieve plan approval, and schedule the policy forum presentations.

4.2.1 Plan

4.2.1.1 Initiate the Document Update

4.2.1.1.1 The Document Manager or the Directives Manager may identify a document that requires an update and submit a new revision form. There are various reasons to start a document update. These include but are not limited to:

- a. A need observed from community.
- b. Updates of other OSMA documents that cause impact.
- c. Updates of other non-OSMA documents.
- d. An upcoming document expiration. Document updates should begin 18 to 24 months prior to expiration if another reason does not start the update sooner.

4.2.1.1.2 It is NASA policy to establish, document, and promulgate internal NASA requirements in order to communicate these requirements in a clear, efficient, and concise manner. OSMA's role in implementing this policy requires regular updates to our documents. Document Managers should keep abreast of changes to other OSMA managed documents to ensure all OSMA documents remain cohesive and work together.

4.2.1.1.3 The Office of Management and Budget Circular A-119 requires the use of voluntary consensus standards in lieu of NASA Standards unless the voluntary consensus standards are inconsistent with applicable law or otherwise impractical. Consider voluntary consensus standards prior to creating or updating a NASA Standard. NASA must justify to the Office of Management and Budget the use of NASA Standards in lieu of a voluntary consensus standard.

4.2.1.2 Plan Development

4.2.1.2.1 Document Managers update the revision plan throughout the formulation process. As each document is different, the process to the early parts of plan development is flexible. The Document Manager should work with the Directives Manager to define these steps. The goals of this phase are to:

- a. Keep the Policy Forum informed of the update process.

Note: Keeping the community informed of changes with context of the rationale improves the understanding of reviewers during the Formal review, reducing the likelihood of non-concurrences and requests for large changes. The complexity of the

revision dictates the frequency of the updates to the policy forum. Often, the procedure is to inform the policy forum of the update at initiation, after definition of the need and problem details, after plan finalization, and prior to formal review.

- b. Solicit feedback from subject matter experts and stakeholders.

Note 1: The Document Manager presents at the policy forum and reaches out to forum representatives, working groups, and subject matter experts to collect information regarding what problems the community has with the document and suggestions to address them.

Note 2: Feedback from community should be clear and actionable. Reference specific sections or examples of the current document and examples of how implementation or impact of that text is causing issues.

- c. Developing the need, solution, approach, and schedule on the revision form.

Note: The revision form is an evolving document with information updated and added at various stages until plan approval.

4.2.1.2.2 The Document Manager finalizes the proposed plan on the revision form which includes the following aspects:

- a. Need – problems with the existing document. A clear statement of the problems with the existing document including evidence why they are problems. Include any relevant lessons learned for the prior update of the document.

- b. Solution – answer to the problem identified. Define the changes needed to the document to address the problems outlined previously. Specify any problems the update will not address (i.e. saved for a future update).

- c. Approach – specify techniques and tools to update the document. Several proven approaches are available to use (see [OSMA Policy and Requirements Management Guidance SharePoint site](#)).

- d. Schedule of Milestones – specify expected completion dates for the following milestones: (See APPENDIX C for draft timelines for different document types.)

- (1) Draft document for internal review completed.

- (2) Formal review entry; draft document for formal review completed.

- (3) Concurrence achieved; draft document for signature completed.

- (4) Document signed.

4.2.1.2.3 The Document Manager submits the proposed plan to the Directives Manager.

4.2.1.3 Plan Review and Approval

4.2.1.3.1 The Directives Manager reviews the proposed plan for completeness and submits it to the OSMA Division Director.

4.2.1.3.2 The OSMA Division Director reviews and discusses the proposed plan with the Document Manager making any necessary changes before approving plan.

Note: Plans, especially the milestone schedule, can change. These changes can be baselined as the official plan with an update, resubmit, and re-approval by the OSMA Division Director.

4.2.1.3.3 The Document Manager presents the approved plan, including restatement of need, problem statement, and then presents the solution, approach, and schedule at the policy forum.

4.2.2 Document Drafting

4.2.2.1 The Document Manager leads the creation of the draft document using the approach outlined in the plan.

Note 1: Writing guidance and document templates are available at <https://sp.ksc.nasa.gov/hq/osma/policy/SitePages/Guidance.aspx>

Note 2: Document Managers are encouraged to engage the Requirements Management Support Team to be part of the drafting process to review formatting and requirement / document structure prior to internal review.

4.2.2.2 The Document Manager submits the draft document for internal review to the Directives Manager.

4.2.3 Internal Review

4.2.3.1 The Directives Manager routes the draft document for internal review (including the Requirements Management Support Team, OSMA Management, and others at OSMA as determined by OSMA Management).

4.2.3.1.1 OSMA members use the internal review period to provide comments on the draft document. The goal is to provide a version of the document to the Agency that is the final voice of OSMA. While OMSA members can submit comments from during Formal Review, this should primarily be for minor issues missed during the internal review.

4.2.3.1.2 The Requirements Management Support Team reviews for compliance with NPR 1400.1 and OSMA guidance.

4.2.3.2 The Directives Manager collects comments and provides them to the Document Manager.

4.2.3.3 The Document Manager updates the document and comment resolution matrix to resolve comments in coordination with commenters.

4.2.3.4 The Directives Manager verifies the comment resolutions and prepares for Formal Review. This may happen concurrently with the reviews in section 4.2.3.5. Several of the preparation steps can be time consuming and should be coordinated between the Document Manager and the Directives Manager to ensure the review meets the target milestone dates. For directives, the Directives Manager routes the document for concurrence with the OSMA Division Director and Approval by the Chief, SMA to proceed to NODIS Review. For standards, the Directives Manager routes the document for approval to the OSMA Division Director to proceed to the OSMA managed Agency review.

4.2.3.5 Additional Reviews

4.2.3.5.1 Working Group - If the document update plan included a working group, the Document Manager presents the document to the working group for a review and resolution of concerns. This is especially important if the internal review resulted in significant changes to the draft document.

Note: The goal of this review is get buy in from those involved in the document update before the presentation to the policy forum. They should be aware of any changes that came from the internal review.

4.2.3.5.2 Policy Forum - The Document Manager presents the update document to policy forum, highlighting differences between the implementation plan and the actual implementation. Feedback is reviewed and incorporated prior to formal review if it is determined it would be helpful to the overall document update process.

Note: This is not a formal review period and comment resolutions.

4.3 Formal Review

NPDs and NPRs use the NASA Online Directives Information System (NODIS) review cycle described in NPR 1400.1. Standards use an OSMA managed Agency review detailed in APPENDIX D. Generally, both review processes follow similar steps, outlined in the following paragraphs.

4.3.1 Review and Comment

4.3.1.1 The Directives Manager sends Directives to NODIS for routing to reviewing centers and organizations or standards directly to reviewing centers and organizations.

4.3.1.2 Reviewing Centers and organizations provide the Directives Manager comments and a concurrence decision (concur, concur with comments, concur dependent on disposition of comments, or non-concur with comment).

4.3.2 Comment Resolution and Concurrence

4.3.2.1 The Directives Manager organizes comments into an official Comment Resolution Matrix (CRM) and sends it to the document manager for resolution.

4.3.2.2 The Document Manager resolves comments, non-concurrences, and provides an updated document and comment resolution matrix to the Directives Manager. Depending on the type of document, the resolution period is about 30 days.

4.3.2.3 The Directives Manager verifies the comment resolutions.

4.3.2.4 The Division Director responsible for that document reviews comment resolutions.

4.3.2.5 The Directives Manager routes the updated document for concurrence to all reviewing Centers and organizations.

4.3.3 Final Reviews and Signatures

4.3.3.1 The Directives Manager routes the document for final reviews and signature.

Note: For NODIS this includes union review, legal review, and quality control review. For standards, this includes final routing through OSMA.

4.3.3.2 The appropriate authority signs the document. The NASA Administrator signs NPDs and NPRs and the Chief, SMA signs standards.

4.3.3.2.1 After signature, the Directives Manager publishes (or assists in the publication of) the document in NODIS (NPDs and NPRs) or NASA Technical Standards System (standards).

4.3.3.2.2 The Directives Manager and Requirements Management Support Team complete a list of actions detailed in Appendix E to help OSMA track documents, record information, and publicize the new or updated document.

APPENDIX A. REFERENCES

The following documents and information provide guidance and are useful as background information for the reader, in understanding the subject matter.

OMB Circular No A-119 Revised: Memorandum for Heads of Executive Departments and Agencies, February 10, 1998; <https://www.whitehouse.gov/wp-content/uploads/2017/11/Circular-119-1.pdf>

NPR 1400.1: NASA Directives and Charters Procedural Requirements; <https://nodis3.gsfc.nasa.gov/displayDir.cfm?t=NPR&c=1400&s=1H>

NPR 7120.10: Technical Standards for NASA Programs and Projects; <https://nodis3.gsfc.nasa.gov/displayDir.cfm?t=NPR&c=7120&s=10A>

NASA-NTSP-1A: NASA Technical Standards Program (NTSP) Operating Procedures; <https://standards.nasa.gov/sites/standards.nasa.gov/files/nasa-ntsp-1a.pdf>

NODIS Library: <https://nodis3.gsfc.nasa.gov/>

NODIS DMS: https://nodis-dms.gsfc.nasa.gov/nasa_wide/dms_nw/dms.cfm

NODIS Schedule: https://nodis-dms.gsfc.nasa.gov/nasa_wide/dms_nw/Review_Cycle_Report.cfm

Headquarters Action Tracking System website: https://hats.hq.nasa.gov/work_area.cfm

Scientific and Technical Information Program website: <https://stidaa-p.ndc.nasa.gov/home.aspx>

OSMA Policy and Requirements Management Working Area SharePoint Site: <https://sp.ksc.nasa.gov/hq/osma/policy/SitePages/WorkingArea.aspx>

OSMA Policy and Requirements Management Guidance SharePoint site: <https://sp.ksc.nasa.gov/hq/osma/policy/SitePages/Guidance.aspx>

APPENDIX B. TOOLS AND RESOURCES

B.1 General

B.1.1 SMA Policy Forum

B.1.1.1 A forum to create early awareness and involvement of Center SMA management in discussing Agency SMA issues and concerns. The SMA Policy Forum provides:

- a. Early Center SMA input in identifying problems and concerns with Agency SMA directives and standards, and other policy issues.
- b. Early Center SMA input in identifying potential solutions to those problems and concerns.
- c. Early consideration of potential impact of changes to Agency directives and standards.

B.1.1.2 The SMA Policy Forum is not a forum for reviewing the directives and standards. However, Center SMEs and representatives:

- a. May join the team developing revisions.
- b. Should represent their Center's views, concerns, ideas, strategies, and feedback.

B.1.2 SharePoint Working Area – Resources for Document Managers, Directives Managers, and reviewers. Users will see content relevant to their roles including:

- a. SharePoint document workflow support tools
- b. Documents and revision forms for items currently undergoing an update
- c. Review and comment submission forms
- d. Compiled comment dispositions

B.1.3 SharePoint Guidance Site – Guidance documentation related to:

- a. Writing statements and requirements.
- b. Document templates.
- c. Links to related NASA guidance.

B.1.4 Requirements Management Support Team – The Directives Manager and additional OSMA support personal familiar and experienced with OSMA documents and the document update process provide support to Document Managers during the update process. Requirements Management Support Team aids in the document update process in the following ways:

- a. Provides data, metrics, and analysis on documents.
- b. Support Document Managers, working groups and SMEs in document writing, formatting, and organization.
- c. Reviews document drafts during internal review.

B.1.5 Office 365, Teams, and OneDrive – Easily share a document with other NASA users to collaborate.

B.1.6 Cradle – A relational database that holds document text and information for all OSMA documents.

B.1.7 OneNote – share a notebook to track meeting notes, issues, and collaboratively work together on the issues surrounding a document update.

APPENDIX C. DRAFT TIMELINES

C.1 NPD Timelines

<u>Step</u>	<u>Duration</u>	<u>Notes</u>
4.2.1 Planning	2 to 4 months	
Plan Approved		
4.2.2 Document Drafting	3 to 8 months	
Milestone – Draft Document for Internal Review Complete		
4.2.3 Internal Review	4 to 12 weeks	<p>Include time at end of review (10 days) for OSMA Directives Manager to prepare package for NODIS.</p> <p>The document update may benefit from additional reviews (working group, policy forum). See section 4.2.3.5 for details.</p>
Milestone – Enter Formal Review (Draft Document for Formal Review Complete)		
4.3.1-4.3.2 Formal Review (NODIS) - Review and Comment Period, Comment Resolution and Concurrence	114 days	<p>The formal NODIS review for NPDs includes:</p> <ul style="list-style-type: none"> - 14 days for NODIS Pre-coordination - 25 days for centers and offices to review. - 29 days for the OSMA Document Manager to disposition comments. - 13 days for concurrence and final draft submission. - 30 days for union and legal review. - 3 days for the OSMA Document Manager to disposition comments.
Milestone – Draft Document for Signature Complete and Concurrence Achieved from Centers and Offices		
4.3.3 Formal Review (NODIS) - Final Reviews and Signature	30 days	Includes quality control review, and final signature by administrator.
Milestone – Document Signature		

C.2 NPR Timelines

<u>Step</u>	<u>Duration</u>	<u>Notes</u>
4.2.1 Planning	2 to 4 months	
Plan Approved		
4.2.2 Document Drafting	3 to 8 months	
Milestone – Draft Document for Internal Review Complete		
4.2.3 Internal Review	4 to 12 weeks	<p>Include time at end of review (10 days) for OSMA Directives Manager to prepare package for NODIS.</p> <p>The document update may benefit from additional reviews (working group, policy forum). See section 4.2.3.5 for details.</p>
Milestone – Enter Formal Review (Draft Document for Formal Review Complete)		
4.3.1-4.3.2 Formal Review (NODIS) - Review and Comment Period, Comment Resolution and Concurrence	128 days	<p>The formal NODIS review for NPRs includes:</p> <ul style="list-style-type: none"> - 14 days for NODIS Pre-coordination - 35 days for centers and offices to review. - 33 days for the OSMA Document Manager to disposition comments. - 13 days for concurrence and final draft submission. - 30 days for union and legal review. - 3 days for the OSMA Document Manager to disposition comments.
Milestone – Draft Document for Signature Complete and Concurrence Achieved from Centers and Offices		
4.3.3 Formal Review (NODIS) - Final Reviews and Signature	46 days	Includes quality control review, and final signature by administrator.
Milestone – Document Signature		

C.3 Standards Timelines

<u>Step</u>	<u>Duration</u>	<u>Notes</u>
4.2.1 Planning	2 to 4 months	
Plan Approved		
4.2.2 Document Drafting	3 to 8 months	
Milestone – Draft Document for Internal Review Complete		
4.2.3 Internal Review	4 to 12 weeks	<p>Include time at end of review (10 days) for OSMA Directives Manager to prepare package for Agency Review.</p> <p>The document update may benefit from additional reviews (working group, policy forum). See section 4.2.3.5 for details.</p>
Milestone – Enter Formal Review (Draft Document for Formal Review Complete)		
4.6 Formal Review – Review and Comment Period, Comment Resolution and Concurrence	About 75 days	<p>Includes 30 days for review and comment, 30 days to resolve comments, and 14 days to distribute the revised document for reviewing organizations to provide concurrence.</p> <p style="text-align: right;"><i>Note: Durations above are flexible to allow more time for complex documents/revisions.</i></p>
Milestone – Draft Document for Signature Complete and Concurrence Achieved from Centers and Office		
4.6 Formal Review - Final Reviews and Signature	24 days	Includes 10 days to prepare the package and 14 days to route the package within OSMA for final signature.
Milestone – Document Signature		

APPENDIX D. FORMAL REVIEW PROCESS DETAILS

The following sections outline the detailed steps and notes needed to process documents through the formal reviews.

D.1 NODIS Review Process (NPDs and NPRs)

D.1.1 Document Manager routes package with OSMA Management for approval to enter NODIS Review. Document Manager coordinates with NASA Directives Management group for entry into NODIS review.

D.1.2 Remainder of the process follows process in NPR 1400.1.

D.2 Agency Review (Standards)

D.2.1 Enter Agency Review

Directives Managers review draft document and route for signature for authorization to enter review by Chief, SMA.

D.2.2 Comment Period

D.2.2.1 Reviewing organizations submit one set of comments per Center / Office.

D.2.2.2 The Directives Manager combines comments and sends them to Document Manager.

D.2.3 Resolve Comments / Document Update

The Document Manager updates the document and states how each comment was resolved on the comment matrix.

D.2.4 Verify Comment Resolutions

The Directives Manager verifies implementation of comment resolutions in the updated document.

D.2.5 Achieve Concurrence

Distribute the updated document and comment matrix to reviewers. Each center / office provides concurrence to OSMA.

D.2.6 Route for Document Signature

Route package of updated documents, comment matrix, and concurrences to Chief, SMA for signature.

APPENDIX E. INTERNAL PUBLICATION ACTIONS

E.1 Directives Manager

- E.1.1 Communicate to team formal signature of document.
- E.1.2 Public release authorization - Form 1676 approval (Standards Only).
- E.1.3 Update NASA Technical Standards System: <https://standards.nasa.gov/>.
- E.1.4 Confirm NODIS updated.
- E.1.5 Update NASA Safety Center website <https://sma.nasa.gov>.
- E.1.6 Route and publish update to 8709.22, Safety & Mission Assurance Acronyms, Abbreviations, & Definitions.

E.2 Requirements Management Support Team

- E.2.1 Update revision form with publish date and link.
- E.2.2 Update Cradle database.
- E.2.3 Get source data for figures, tables, definitions.
- E.2.4 Get requirement rationale.
- E.2.5 Update NASA-HDBK-8709.22.